

Assessing Resource Allocation for Efficient and Effective Community Policing in the Daveyton Township, South Africa

S Tsoabisi*

Public Administration and Management
University of South Africa

ABSTRACT

Chapter 7 of the South African Police Services Act 68 of 1995, deals with Community Police Forums (CPF) and Boards with a provision in Section 19(1) for CPFs to be established at police stations that should be broadly representative of the community. An essential element of the successful implementation of any programme is communication and establishing understanding between various parties in the partnership. The purpose of this article is to assess resource allocation for efficient and effective community policing in the Daveyton Township, South Africa. The four key resources, namely: period of service in the CPF, employment status, orientation and training, and transportation means of the members of the CPF are addressed. A mixed-method approach was followed during CPF meetings in the form of questionnaires and observation of their operations. Feedback from the questionnaire and meetings is highlighted in the closing section and recommendations are made on how to improve the relations and adequately provide resources to the CPFs. The South African Police Service (SAPS) needs to be more considerate of the challenges faced by the CPFs concerning resources and try to put measures in place to assist them in executing their duties.

INTRODUCTION

The term “community policing” is mostly used to define the activities of the community and other related efforts to prevent crime, which occurs within our communities, together with the policing of the formal police agency. In South Africa,

community policing was formalised in the 1993 Interim Constitution, with the aim of democratising and legitimising the police. In 1997, there was a shift towards improving service delivery and tackling crime. Yet, the impact of community policing has been limited by the fragmented nature of South Africa's communities and a lack of capacity (Pelser 2008:24). Given this backdrop, community policing programmes have become the cornerstone to approaches of modern societies in the new dispensation in South Africa. Perceived community support and participation in crime prevention have always been previously scrutinised concerning service orientation, job satisfaction, training and resource allocation to police work. While efficiency implies that resources allocated to policing should be spent thereon and not drained off for corrupt personal-organisational benefits or wasted through negligence, poor planning or inconsistent execution as espoused by Marenin (1998). Effectiveness implies that resources should be expended to achieve the greatest impact on the identified goals (Marenin 1998). The purpose of this article is to assess the resource allocated for efficient and effective community policing in the Daveyton Township. For this purpose, the researcher obtained opinions and perceptions of CPF members in 11 municipal wards around Daveyton Township.

This article is structured into four main parts. First, it reviews literature on community policing. The subsequent two sections discuss research design and methodology, analysis and interpretations. Lastly, it provides suggested improvements in the operations of community policing forums in the Daveyton Township and conclusions.

LITERATURE REVIEW: THEORETICAL PERSPECTIVES ON COMMUNITY POLICING

The *Constitution of the Republic of South Africa*, 1996, is the supreme law of the country. It states that the SAPS has a responsibility to prevent, combat and investigate crime, maintain public order, protect, and secure the inhabitants of the Republic and their property (Constitution 1996). Similarly, Maslow (1998:18) shares the sentiment that safety and security is by nature one of the basic needs of all living beings. Maslow's hierarchy of needs puts safety at the second bottom level of the hierarchy of needs as security of body, of employment, of resources, of morality, of a family, of health and property (Maslow 1998:18). Community policing has since involved the use of collaborations between municipal agencies, businesses and private security companies, individual citizens, non-profit groups and the media; to develop methods to police the community. These organisations work together to address criminal matters and reduce crime. However, Kelling and Coles (1996:48) argue that as safety and security problems mostly occur at a

local level, the police officers responsible in a particular area must decide which policing action should be taken. This endeavour must be delegated to the local levels of policing to ensure that the police officers are responsive to community needs. Trojanowicz and Bucqueroux (1990:18) held a view that the significance of posting an officer permanently in a specific area rests on allowing that person to 'own' that particular 'space'. The goal was to keep the geographic area small enough so that the police officer can move around often enough to maintain direct contact. Instead of simply leaving it to the police force, community policing revolves around a philosophy that the entire community can help take measures to prevent crime, as alluded to by Ferreira (1996). In his assertion, community policing is a philosophy of full-service personalised policing, where the same officer patrols and works in the same area permanently, from a decentralised place, working in a proactive partnership with citizens to identify and solve problems.

According to Gaffigan (1994) "community policing mainly consists of two complimentary core components; community partnership and problem solving". This re-thinking of policing according to Peak and Glensor (2012) "assumes that the police cannot successfully prevent or investigate crime without the willing participation of the public, an assumption that advances that the police need to transform the community from a passive consumer of police protection to an active co-producer of public order and security". Stevens and Yach (1995:30) assumed that problem-solving requires a partnership of neighbourhood police officers, government agencies, residents, business owners and their employees, and everyone with a stake in the quality of life in the community. In the same understanding, the National Institute of Justice (1999) argued that democratic policing depends on a shared vision of policing and does not take place unless the community feels that it can have trust in the local police officers. Friedmann (1992:32) purports that accountability is a fundamental principle of a democratic society when solving problems; which also implies that the police officers and the community should be able to account for their actions. In addressing crime and other social disorder, CPFs should always constitute the most common mechanism for accountability in community policing (Nalla and Newman 2013:53). The establishment of CPFs is seen as "a way to formalise the dialogue between the police and the residents of local communities which consists of regular formal meetings between the police and the residents and promotes a new channel for participation by residents" (Bénit-Gbaffou, Didier, and Morange 2008). In formalising the dialogue between the police and the community, Davis, Henderson and Merrick (2003) attest that "through the establishment of CPFs empowers the community in the way that it gives community actors the ability to take part in and to manage their own challenges through sponsorship of and participation in crime preventive programs". The dialogue is enhanced through effective leadership as working with and through individuals and groups to accomplish organisational

goals (Bennett and Hess 2004:52). Cummings and Worley (2001:56) explain that leadership is a critical element and influence in an organisational environment or performance, due to the four significant domains that leadership could affect, namely the strategic/organisational goals and objectives, the work processes, interdependent social subsystems and the individual in such an institution. Allander (2004) furthermore suggests that leaders must be guided by values and beliefs such as respect for and protection of human rights, transparency and openness in relation to activities and relationships, both inside and outside the institution. Lynham and Thomas (2006:104) elaborate on the definition of leadership and equates it to an interactive, interdependence and focused system, wherein continuous interaction; influence; dialogue and discussions regarding organisational procedures, performance outcomes, inputs, processes, output and feedback take place within a learning environment.

In South Africa, the history of street committees, informal dispute settling structures and the informal police forces and self-defence units goes back to the creation of townships. In the 1970s, Rakgoadi (1995:6) corroborates that the “Lekgotla played a crucial role in instilling discipline among youth as well as in maintaining order in the townships”. The Lekgotla became unpopular primarily because of the excessive use of force by members in dealing with crime and criminality. It was also perceived to be politically aligned and membership tended to be ethnically based (Rakgoadi 1995:6). Brogden and Nijar (2005:149) allude to the notion that South Africa inherited a dysfunctional policing force of considerable size and resources that is primarily committed to public order regime maintenance rather than to bandit catching.

The development of CPFs in South Africa must be understood in the context of the apartheid legacy for police. Cawthra (1993:41) suggests the renaming of the SAPS as an icon of white-minority rule. Both critics and defenders of the SAPS presumed that its role in ordinary crime prevention and control was a distant second to enforcing the apartheid regime. The democratic elections of 27 April 1994 demanded a fundamental reassessment of the nature of policing in South Africa. Van Vuuren (1994:100) attests that the rising crime and social instability, together with an increase in the socio-economic stimuli of crime and growing evidence of the shortcomings and inefficiency of the traditional policing approach in providing long-term answers to crime and problems of disorder in South Africa, have led to a worldwide search for a new policing approach. According to Fox, Van Wyk and Fourie (1998:168), one of the first reforms introduced by the ANC-led government was partially to replace the top structure of so-called “deadwood” and replace officials who resisted reform with enlightened managers. The amalgamation of the 11 police agencies into one police service as opposed to a “force” was the next major reform. The Police Act, the Bill of Rights, and the introduction of

rules and standards are factors that have had a major effect on the transformation of the police service in South Africa (Fox *et al.* 1998:168).

Although community policing involves a proactive approach to policing with community involvement in addressing the causes of crime and disorder, Adams (1994:894) attests to the notion that community policing refers to a shift from a military-inspired approach to fighting crime, to one that relies on forming partnerships with constituents. Stipak (1994:115) perceives community policing as a management strategy that promotes the joint responsibility of citizens and the police for community safety, through working partnerships and interpersonal contact. Mmako, Obioha and De Vries (2014:107) corroborate the above statements in that the aim of community policing, according to the Guidelines for Community Policing Forums (DSS 2001) is two-fold. First, the community policing structures should assist the communities they serve; and second, they should make policing the responsibility of all South Africans, which in turn will lead to the respect of the law.

Similarly, the concept of self-defence units emanated due to inadequate policing in black townships. The SAPS was, at the time, seen as politically aligned to the ruling party, inefficient and ineffective because most of the cases that were reported to the SAPS were not properly recorded and followed up. Moreover, the communities did not have “confidence in the criminal justice system, which took several months if not years, to bring the perpetrators of violence and crimes to justice” (Rakgoadi 1995:7). The then Minister of Safety and Security, S. Mufamadi (2001) proposed in a draft policy document that community policing providing a reasonable level of community safety was necessary for the success of the Reconstruction and Development Programme (RDP). Conversely, the success of the RDP would result in enhanced community safety. However, development initiatives may have generated conflict within and between communities. The SAPS was called in to manage tense situations in the communities. For this reason, according to Mufamadi (2001), the SAPS would play a role in local development forums.

Taylor (1998:38) identified a number of major challenges faced by CPFs as being insufficient holistic research programmes, general implementation of programmes, involvement of politics, protecting community policing from criticism and difficulty in determining the intricate relationship between community policing and crime. Oliver and Bartgis (1998) argue that community policing represents a revolution or a paradigm shift; one that deserves sponsorship of new research and fresh theory development. The two authors suggest that the concept of community policing is itself a paradigm, not in the one large scale theory sense, but rather as an evolving mix of theories that enhances methods to deliver police services. Watson, Stone and Deluca (1998:134–135) denote trust as a reasonable faith in the goodwill of others. Trust rests in the assumption that most people,

most of the time, speak and act honestly and with good intent, not necessarily out of virtue so much as out of rational self-interest.

Pelser (2008:60) attests that as South Africa converted to a democracy in 1994 with most of the police officers that served under the apartheid regime still in service, the legitimization and oversight of the SAPS was critical. In his assessment of the implementation of the community policing policy, he further argued that the CPFs had “very little public reach in their present incarnation and were poorly placed to establish community safety needs and jointly develop a responsibility and capacity for addressing crime”. Pelser’s assertion points our attention to the importance of human and physical resources for the operation of CPFs and the fulfilling of their mandates. Therefore, it was mostly questions related to the allocation and availability of key resources that were asked to the participants in the survey. The key resources are mentioned under the research design and methodology.

RESEARCH DESIGN AND METHODOLOGY

Survey design

Data for this study was obtained from members of the 11 CPFs in Daveyton Township including other interest groups based on larger perceptions of safety and security, including the police’s role in local security provision as observed by the researcher and from living among the community of Daveyton. A data collection questionnaire was constructed to ask several questions about the period of service in the CPF, employment status, orientation and training, including transportation means allocated for their activities. The respondents were asked to select their preference on a 3-point scale ranging from “Yes”, “No” or “Somehow”. The purpose of the questions presented was to provide an understanding of the lack of resources for the efficient and effective community policing within the Daveyton Township.

The questions in the questionnaire designed and distributed to the participants are related to four key resources, namely: period of service in the CPFs, employment status, orientation and training, and transportation means of the members of the CPFs. These resources are explained further in the section below.

First, the period of service relates to the insight and knowledge acquired for some time within the CPFs and thus becomes an institutional retention. This factor had a negative impact on the sustenance and operations of the CPFs in the township since individuals are not retained within the structure (Rakgoadi 1995:7).

Second, the employment status of individuals involved in the CPFs has been a concern to SAPS management as individuals were promised full-time employment

within the formal SAPS structures. Most members of the CPFs were job seekers and the SAPS management did not provide for stipend or allowances to members of the CPFs. Members of the CPFs accepted the call to duty with prospects of seeking permanent employment in the formal police service. This is in light of the station managers having recruited individuals to participate in community policing with the sole intention of securing funding from the National SAPS Head Office for the establishment of CPFs (*Benoni City Times* 2018).

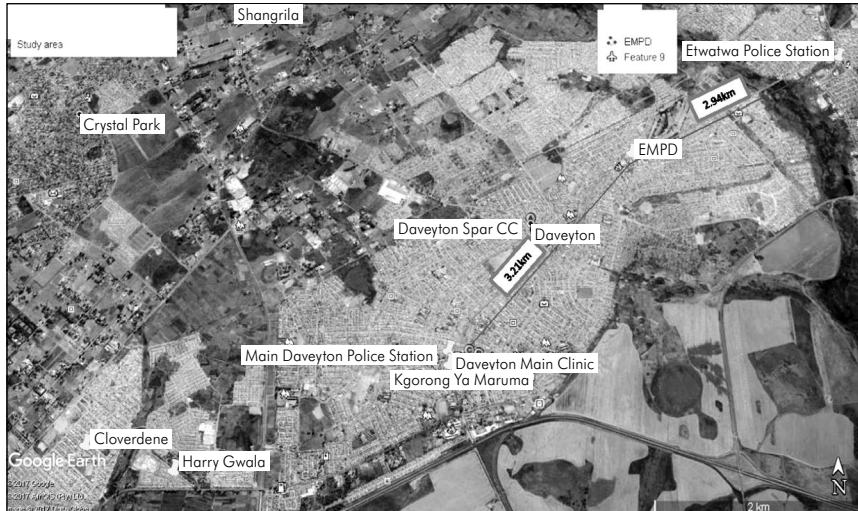
Orientation and training as a third factor, was not adequately provided to members of the CPFs. The newly recruited members were provided with manuals and literature on community policing as part of induction. A police constable would be entrusted with the supervision role and handling of the CPF's members. This practice has since resulted in scanty progress in addressing crime and CPFs withdrawing their services as asserted by Pelser (2008–61), with little effort being made to develop a comprehensive approach, or to provide adequate training for police officers and CPF representatives.

Finally, transportation means has been a factor because the SAPS management did not provide for this during crime awareness and prevention exercises. These resources include allocation of training funds, provision and functioning of vehicles, equipment, and infrastructure appropriate to the area. The lack of basic resources affects the ability of CPF members to contribute in a meaningful manner to the work of their force. The scarcity of resources is visible in the lack of accessible police stations, lack of transportation to and from the police stations, and the absence of communication means, hence, Pelser (2008:62) attests that community policing has proved most successful in rich (often white) areas, due to financial donations and the desire of citizens to prevent crime.

Case study – Daveyton CPFs

The focus area for the study is the Daveyton Township which falls within the Ekurhuleni Metropolitan Municipality's jurisdiction. It borders Etwatwa to the north, Springs and Brakpan to the east, Benoni to the south, Boksburg to the west and Kempton Park to the north. The nearest town is Benoni, which is 18 kilometres away. Daveyton is considered to be one of the largest townships in comparison to Tembisa Township in the north with a considerably high number of residents including Etwatwa, Harry Gwala and Cloverdene. The Daveyton CPF was established in terms of Section 18 of the South African Police Act, 68 of 1995. The Executive committee of the Daveyton CPF comprises of members from the four sectors namely, Etwatwa police station, Ekurhuleni Metropolitan Police Department (EMPD), Cloverdene and Harry Gwala sectors. The appointed Executive committee will coordinate the activities of the 11 CPF formations in the abovementioned sectors. The Etwatwa sector has four CPFs with 60 active

Map 1: Location of CPFs around Daveyton Township



Source: (Surveyor-General Office, Pretoria (South Africa))

members, EMPD has three CPFs with 40 active members, and Cloverdene and Harry Gwala have two CPFs with 30 active members respectively. These members are spread across the CPFs to complement the work and activities of all CPFs operating under the respective sector. The service rendering and visibility of the CPFs' members cut across the sector.

The map below depicts the location and establishment of the CPFs in and around Daveyton Township with specific reference to the CPFs operating from Etwatwa police station, Harry Gwala and Cloverdene location, the EMPD establishment and the Daveyton business hub located under Daveyton Spar CC.

The *Benoni City Times* (2019) emphasises the duties and responsibilities of the Executive committee of the CPFs as enshrined in the constitution of the CPFs. The duties and responsibilities are:

- To establish and maintain a partnership between the communities and the SAPS.
- To promote communication between the communities and the SAPS.
- To promote cooperation between the community(s) and the SAPS in fulfilling the needs of the community regarding policing.
- To improve the rendering of police services to the community(s) at local level.
- To improve the transparency in the service and accountability of the SAPS to the community(s).
- To promote joint problem identification and problem-solving by the SAPS and the community(s) in relation to *inter alia* crime, public service delivery, the disorder in general and poor community-police relations.

- To monitor the effectiveness and efficiency of the SAPS.
- To evaluate the provision of visible policing in the sector area.
- To promote the aims and objectives of the community policing and facilitate the functioning thereof.
- Implement projects in the interest of improving the community safety (*Benoni City Times* 2019:3).

Notwithstanding the above, the challenge for the Daveyton CPFs has always been the recruitment and budgeting exercise for the CPFs which is handled by the police station manager. The means of transportation presented some challenges to the CPFs' members since they could not attend to public concerns and community meetings against crime awareness and prevention. CPFs' members were barred from using SAPS vehicles to prevent litigation from accidents during operations. This practice had a negative impact in the reduction of crime in the Daveyton Township since members of the CPFs withdrew their services and most of them were placed in the police station to assist with certification of documents, drafting affidavits for members of the public, messenger services to the station commander and manning the police station facilities such as replacing electric bulbs, plumbing and gardening services at the police station.

The following crime statistics were compared to the previous statistics, for the period April 2017 to March 2018 in Daveyton Township. These are some of the numbers reflecting an average of 10% increase from the previous period, i.e. April 2015/2016 to March 2016/2017 respectively:

Murder – 42; Rape – 76; Carjacking – 90; Robbery at residential premises – 28; Drug-related crime – 326; Driving under the influence of alcohol or drugs – 97 (*Benoni City Times* 2019).

In this instance, the Benoni CPFs recorded a reduction in crime for the period of April 2017 to March 2018. These are some of the numbers:

Murder – 10; Rape – 15; Carjacking – 30; Robbery at residential premises – 15; Drug-related crimes – 150; Driving under the influence of alcohol or drugs – 44 (*Benoni City Times* 2019).

Sample and data collection

A questionnaire was administered among a random sample of current and serving members of the CPFs in the Daveyton area and among other interest groups such as religious groups, youth associations, the business sector, unemployed persons, and professionals such as teachers. After basic explanation and instruction by the researcher, the questionnaires were distributed to the respondents and then collected for analysis. The analysis of the focus groups' feedback was complemented

by the researcher's own observations during the group discussions and patrols with CPFs and SAPS.

The random sample included Daveyton residents aged 18 to 55 years. Within the 11 existing CPFs around the Daveyton area, 150 questionnaires were administered and 140 were completed and returned. The reasons that 10 questionnaires were not returned were because some respondents became disinterested, and others withdrew from CPF activities. The respondents participated willingly and responded to the questions relating to the activities of the CPFs within their area. Initially, the researcher assured the respondents that their anonymity would be preserved and confidentiality ensured. Both the researcher and the respondents signed informed consent forms.

ANALYSIS AND INTERPRETATION OF RESULTS

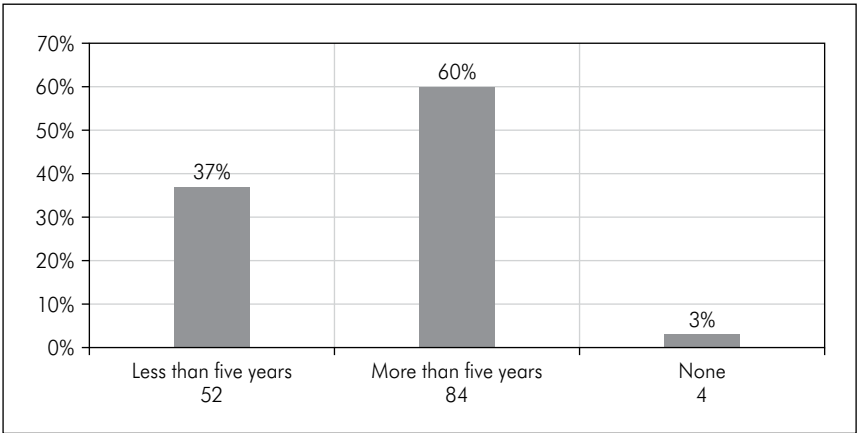
The analysis and interpretation of data are based on the results of the questionnaire, which is quantitative, and the observation of the focus groups, which is qualitative interpretation. For the purposes of this article, only specific questions pertinent to the topic were analysed and interpreted. These questions emanate from the researcher's observation and benchmarking with other effective, efficient and economically viable CPFs within the municipality of Ekurhuleni within which Daveyton is situated. The CPFs in the surrounding areas such as Benoni are adequately resourced to execute their duties as compared to the Daveyton CPFs, which, according to the research results, are under-resourced. The Benoni CPFs' operations are well-resourced with two-way radios, patrol vehicles and they receive donations from local business owners. In further benchmarking, the Benoni CPFs have received a positive audit report for the work done and the involvement of the communities in preventing crime. An impact on crime reduction has been realised since there have been reports on the reduction of car hijacking, house break-ins, and business robberies as mentioned above. The Benoni police station, which is 30km away from the Daveyton Police Station, has managed and succeeded in strengthening the capacity of its CPFs through improved funding and cooperation between police and communities. The budget allocation for the Benoni CPFs is R3,2 million with support from the local business sector. The Benoni CPFs demonstrate an effective and efficient operation since it can realise objectives such as crime prevention and reduction, outreach and awareness progress, provide input in the planning, staffing and resource allocation for CPFs, enhance the relationship between the police and the communities and request the station commander to provide crime information analysis, police response and quarterly statistics on policing when it is required. The budget allocation for the Daveyton CPFs is approximately R1million with 50% allocated for uniforms

and equipment such as whistles, handcuffs and reflector jackets. The 40% allocation is geared towards transportation including office furniture and stationery. The remaining 10% is allocated to training needs. The allocation is earmarked to serve the estimated 1,5 million population of Daveyton. Furthermore, the allocation of financial resources becomes a deep-seated concern in many police stations in South Africa, as it is related to the subsequent allocation of resources to CPFs whereby police station managers are given discretionary rights to allocate resources to CPFs.

Period of service in the CPF

The purpose of this question was to determine the extent to which the respondent has insight into and experience with their CPF’s activities. This was intended to establish relations and to gauge the respondent’s know-how regarding other activities conducted by various CPFs around the Ekurhuleni municipality. Members who had been involved in the CPF for more than five years could easily respond to the ensuing question about orientation and training, including resource allocation. These members with long service in the CPFs informed the researcher that they will be listed permanently in the formal police service at the Daveyton police station when resources are made available for them to join SAPS. Such resources will include salaries and allowances given to the members per year of service to guarantee sustainability and continuity of the service. This will have a great impact on the programme and contribute to reaching its intended goals since these members are yet to be listed permanently in the police service.

Figure 2: Period of service in a CPF



More than 90% of the respondents had a combination of five years of participation in the CPFs while 3% had never participated therein. The 3% could be attributed to the lack of information and knowledge on the existence of CPFs in the area or simple ignorance.

Employment status

The researcher’s observation during informal discussions with the participants revealed that most of the young adults involved in the CPFs were temporarily active within the CPF. Most of the members were promised monthly stipends for their involvement in CPF operations when resources are allocated to the police stations. The Daveyton police station is under-resourced due to poor planning and budgeting and private sector and business support is lacking as compared to Benoni CPFs. This has a vast and negative impact on the operations of the Daveyton CPFs. The Benoni CPFs receive stationery and monthly airtime from surrounding business owners. This has resulted in new members volunteering in the operations of the Benoni CPFs.

The results address the perception that individuals see their participation in the CPFs merely as an opportunity to “market” themselves and eventually acquire employment. The 19% seeking employment had their plight discussed with the researcher during the completion of the questionnaire. The respondents raised concerns about lack of job opportunities, which resulted in them getting involved in the CPFs. The Daveyton CPF members also held the view that they should be compensated financially for the services rendered. Several individuals had served as volunteers in the CPFs for more than five years without compensation or incentives.

Figure 3: Employment status

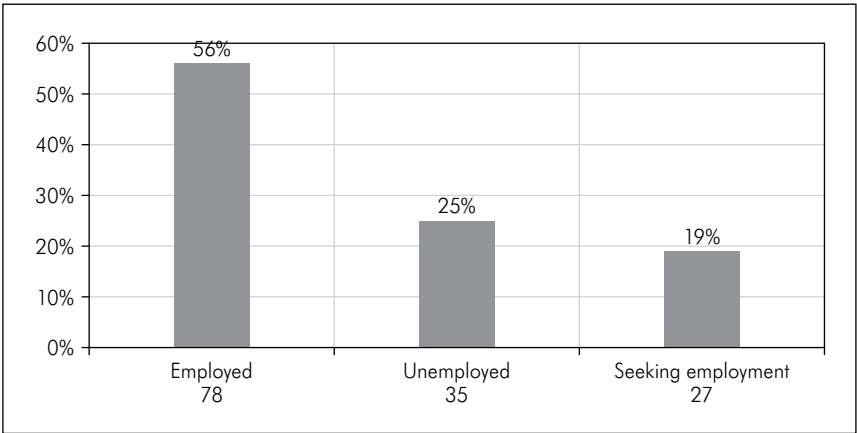
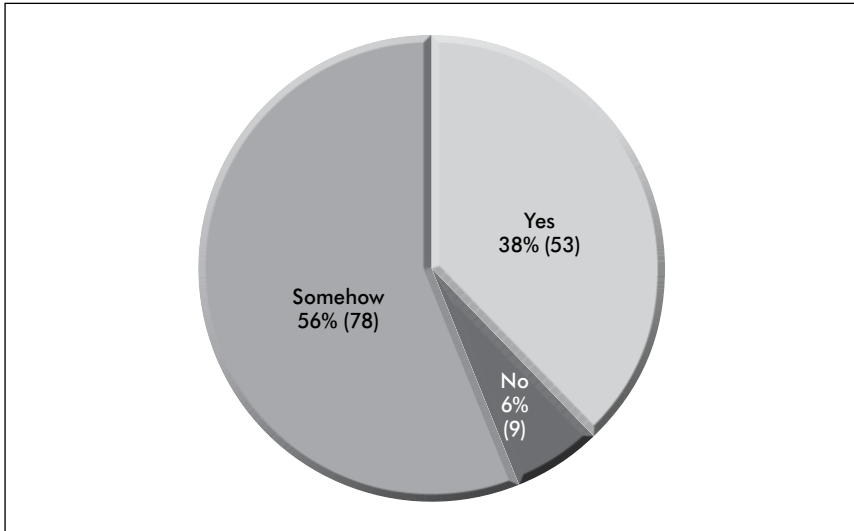


Figure 4: Orientation and training



Orientation and training on community policing and safety matters

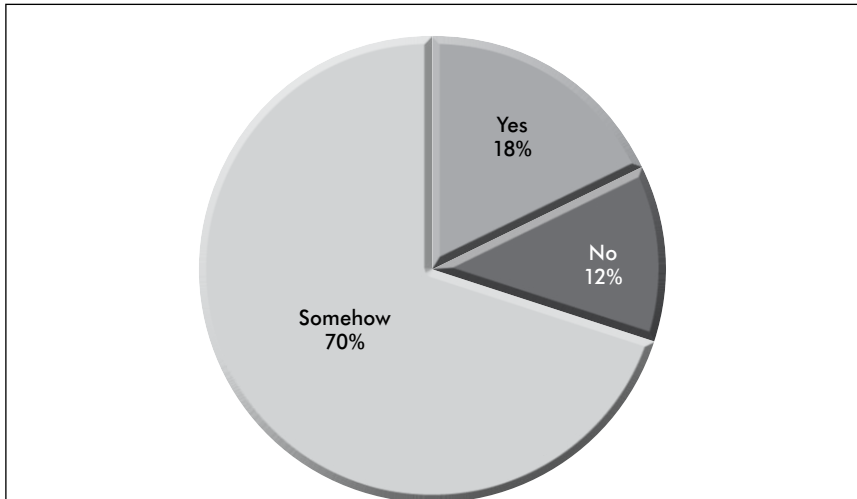
The question was asked to establish whether training is offered to members of the CPFs after recruitment by the station commander.

It was observed that there is a lack of adequate training on policing matters for over half of new CPF members. It is imperative that training is provided after recruitment by the station commander and that it should include ongoing and in-house training to keep members abreast of current patterns of crime and how to manage it. Training reinforces policies, principles and value-driven discussion, and bolsters community expectations in their work-relations with the police. The respondents indicated that they were mostly subjected to administrative duties at the police station only, unlike addressing actual crime and civilian protection. They had to serve as “messengers” for police officers and this negates the guiding principles enshrined in the CPF’s constitution.

Means of transportation

It was revealed that the police station commander at the Daveyton police station did not wish to commit SAPS vehicles to be utilised by the Daveyton Township’s CPF members due to insurance and indemnity concerns. Certain CPF members preferred to utilise their private vehicles with which to execute CPF duties.

Figure 5: Transport



Considering the above, the high response under “somehow” which is equal to 70% is attributed to the limitation on the powers of the CPFs such as the fact that no member of a CPF may be allowed to utilise a police vehicle and no equipment or SAPS inventory items may be issued to a member of a CPF. Members cannot fully execute their mandate of protecting and serving communities without essential policing equipment.

DISCUSSION

The starting point in addressing the existing challenge for community policing is the allocation and availability of basic resources required by the police and those they serve in a locality. For the SAPS, this challenge refers to a lack thereof or inadequate allocation of the resources mentioned above, which are required for undertaking basic policing tasks. For example, the Equality Court in Cape Town ruled in 2018 that police resource allocation unfairly discriminates against black and poor people. Allocation favours white, rich and privileged neighbourhoods.

Second, even though communities with unique and diverse policing needs and priorities in general tend to work against the formation of effective and efficient partnership policing, it is not impossible to find shared values for cooperatives. This was revealed in focus group findings related to the data depicted in Figure 4, as regards CPF members serving as messengers for police officers rather than partaking in actual crime prevention and civilian protection.

Third, the continuing lack of a coherent and integrated orientation and training of new members, development, and succession strategy geared towards enhancing sustainable CPFs, means that police departments do not have any systemic incentives for rewarding innovative and effective practices by the CPFs. The results of the study posit new thinking about the role of community policing in combating crime around the Daveyton area and how to align and provide adequate resources for efficient and effective community policing in collaboration with police officers.

Finally, the optimal use of technology, such as CCTV cameras, SMSs and two-way radios in areas around Benoni should also be considered for Daveyton CPFs. The means of transport for meetings and sharing of information between neighbouring CPF structures may further build exemplars of best practices that can be replicated in other areas as appropriate models of community policing. Effective leadership and management are of paramount importance, including sound financial management and robust measurements to achieve targets in all areas of operation. The Daveyton police station commander consequently decided in January 2017 that each of the contact crimes should be reduced by 7–10% per annum from 16–20% starting with the 2018/2019 financial year. These targets relate to crimes such as murder, rape, theft and robbery and serious assault.

SUGGESTED IMPROVEMENTS IN THE OPERATIONS OF COMMUNITY POLICING FORUMS IN THE DAVEYTON TOWNSHIP

Based on the results from the analysis, the researcher formulated the following recommendations, which if implemented, could improve the allocation of resources of CPFs and hence, their efficiency and effectiveness:

- Patrol systems must promote more personalised contact between SAPS and the public. They should include foot patrols for crime analysis and mapping to identify local crime hotspots within the Daveyton area. There should be a subsequent collaboration with local organisations and citizens to address problems such as the snatching of ordinary citizen's wallets and cellular phones by OVL gang members. Hence, the allocation of resources must address the indemnity challenge always faced by CPF members, who are driven around in police vehicles during patrols.
- Decentralised police stations are needed that are more visible and accessible to the public. This can include, for example, police service and crime reporting mobile units that are manned by both the SAPS and CPFs around hotspot areas. This would be a driving principle of the CPFs in assisting and collaborating

with the police in the Daveyton area since it would provide for efficient and effective community policing once adequate resources are allocated to the CPFs.

- There should be an appointment of officers to specific positions that focus on community liaising and problem-solving activities. The Daveyton community radio station should provide slots to SAPS and CPFs for crime awareness campaigns. This would contribute to a better orientation and training of new CPF members and allow for the sustenance of such activities.
- More public outreach and education programmes should be launched that inform the public about police operations and assist citizens to improve their own security while advancing open communication between CPFs and police units in the Daveyton area.
- Finally, structured consultations and partnerships between the police and communities about local problems, social order, priorities, and strategies are essential. The overall goal of structured consultations and partnerships between the police and the community should be to enhance the capacity of the police to combat and prevent criminal activities, social disorder, and fear, and to address other community needs and priorities in partnership with the affected community. To achieve this goal, structured consultations should aim to improve the delivery of policing services, strengthen the partnership between the community and its local police officers, and promote joint problem identification and sustainable problem-solving and making adequate resources available to the CPFs.

CONCLUSION

In this article, the author has highlighted the lack of or inadequacies in the allocation of resources to CPFs in the Daveyton Township in South Africa, which would make them more efficient and effective in combatting crime together with local police officials. While expressed in different ways, the flipside of adequate resource allocation is the major objective of community policing which is to establish an active partnership between the SAPS and the community through which crime fighting, police service delivery, and police-community relations can be enhanced, and appropriate solutions can be designed and implemented. This, however, requires the police to consciously strive to create an atmosphere in which potential community partners can be identified, convinced to join forces, and trained to cooperate effectively. Community partnerships must be established and maintained through mutual trust between the members of the SAPS in the area and the communities they serve. Founding effective and sustainable community-police partnerships was defined as the core component of the new policing strategy by previous South African Police Ministers, but some of the challenges

discussed have been faced since this definition. These would include trust and integrity, accountability, lack of resources to police units, and mainly the involvement of communities in such partnerships.

The allocation of adequate resources should serve as the central goal between communities and the police service as the first core component of the existence of effective, efficient and cost-effective community policing. De Guzman and Kim (2017) acknowledge that police do respond to community needs but are sometimes hampered by the realities within their organisations. The Daveyton police station is not immune to this analogy; however, community consultation and community empowerment are necessary ingredients for effective and sustainable programme implementation and closely linked with police trust and integrity, accountability, and open communication. There is also a need for co-existence between the CPFs and police officials in handling and managing allocated resources to the degree whereby they are willing to cooperate and collaborate in community-policing activities. What the community thinks about the police's attitude in the relationship and their drive to eradicate crime and uphold civilian protection also matters.

NOTE

- * This article is based on an unpublished Doctoral thesis by S. Tsoabisi: Community Policing: Ekurhuleni Metropolitan Municipality, Daveyton Township (2018) submitted to the University of South Africa, UNISA, under supervision of Prof E J Nealer.

REFERENCES

- Adams, C.F. 1994. Fighting crime by building moral communities. *Christian Century Year*. October 1994. 111(27):894–896.
- Allander, D.M. 2004. Community Policing: Exploring the philosophy. *FBI Law Enforcement Bulletin*. Available at: <https://www.highbeam.com/doc/1G1-115568686.html>. (Accessed on 10 October 2016).
- Bennett, W.W. and Hess, K.M. 2004. *Criminal investigation*. 7th ed. Belmont, CA: Wadsworth & Thomson Learning.
- Bénit-Gbaffou, C., Didier, S. and Morange, M. 2008. Communities, the Private Sector, and the State Contested Forms of Security Governance in Cape Town and Johannesburg. *Urban Affairs Review*. September 2008. 43(5):691–717.
- Benoni City Times. 2018. August, 28.
- Benoni City Times. 2019. January, 20.
- Brogden, M. and Nijhar, P. 2005. *Community Policing: National and International models and approaches*. United Kingdom: William Publishing.

- Cawthra, G. 1993. *Policing South Africa: The SAP and the Transition from Apartheid*. London and New Jersey: Zed Books.
- Cummings, T.G. and Worley, C.G. 2001. *Organisation development and change*. 6th edition. Cincinnati: South-Western College.
- Davis, R., Henderson, N. and Merrick, C. 2003. Community policing: Variations on the western model in the developing world. *Police Practice and Research*. September 2003. 4(3):285–300.
- De Guzman, M.C. and Kim, M. 2017. Community hierarchy of needs and policing models: towards a new theory of police organizational behaviour. *Police Practice and Research*. November 2017. 18(4):35.
- Department of Safety and Security (DSS). 2001. *Guidelines for Community Policing Forums*. Pretoria: Government Printers.
- Ferreira, B. 1996. *The Use and effectiveness of Community Policing in a Democracy*. Washington DC: National Institute of Justice.
- Fox, W., Van Wyk, B. and Fourie, M. 1998. *Police Management in South Africa*. Kenwyn: Juta & Co, Ltd.
- Friedmann, R. 1992. *Community Policing: Comparative Perspective and Prospects*. London: Macmillan.
- Gaffigan, S.J. 1994. *Understanding community policing—A framework for action*. Washington: United States Justice Department.
- Kelling, G.L. and Coles, C.M. 1996. Fixing Broken Windows: Restoring Order and Reducing Crime in Our Communities, The Free Press, New York, NY. Available at: <http://www.scirp.org/journal/jbcpr>. (Accessed on 18 October 2016).
- Lynham, S.A. and Thomas, C.J. 2006. Responsible leadership for performance: A theoretical model and hypotheses. *Journal of Leadership and Organisational Studies*. November 2006. 12(4):73–89.
- Nalla, M.K., Gorazd, M. and Maja, M. 2018. Assessing police-community relationships: is there a gap in perceptions between police officers and residents? *Policing and Society*. September 2018. 16(4):46.
- Mufamadi, S. 2001. Centre for the Study of Violence and Reconciliation. Available at: <http://www.csvr.org.za/media-articles/latest-csvr-in-the-media/2121-racism-in-the-saps-must-be-stamped-out>. (Accessed on 23 October 2016)
- Marenin, O. 1998. The Goal of Democracy in International Police Assistance Programs. *Policing: an International Journal of Police Strategies and Management*. 21(2):159–177. Available at: <https://s3.wp.wsu.edu/uploads/sites/208/2014/09/CV-Marenin-Otwin.pdf>. (Accessed on 26 October 2016).
- Maslow, A.H. 1998. *Maslow on Management*. Third edition. Canada: John Wiley & Sons Inc.
- Mmako, M.P., Obioha, E. E. and De Vries, I. D. 2014. Implementation of Community Policing Strategy in a South African Township. Available at: <https://www.researchgate.net/publication/264645678>. (Accessed on 27 March 2014).
- Nalla, K. and Newman, G.R. 2013. *Community policing in indigenous communities*. Boca Raton, USA: CRC Press Taylor and Francis Group.
- National Institute of Justice. 1999. U.S. Department of Justice Office of Justice Programs N.W. Washington, DC 20531. Available at: <https://www.ncjrs.gov/pdffiles1/nij/249736.pdf>. (Accessed on 23 October 1999).

- Oliver, W.M. and Bartgis, E. 1998. Community policing: a conceptual framework. *Policing: An International Journal of Police Strategies & Management*. Available at: <https://doi.org/10.1108/13639519810228798>. (Accessed on 12 September 2016).
- Peak, K.J. and Glensor, R.W. 2012. *Community policing and problem solving: strategies and practices*. Upper Saddle River, NJ: Pearson Education.
- Pelser, E. 2002. *Crime prevention partnerships: lessons from practice*. South Africa: Open Society Foundation.
- Rakgoadi, S.P. 1995. *Community Policing in Gauteng: a mammoth task to contemplate*. Braamfontein, University of the Witwatersrand: Policing Research.
- Rosenbaum, D. 1994. *The Challenge of Community Policing: Testing the Promises*. Thousand Oaks, CA: Sage.
- South Africa (Republic). 1995. *The South African Police Services Act, 1995*. (Act 68). Pretoria: Government Printers.
- South Africa (Republic). 1996. *The Constitution of the Republic of South Africa*. Pretoria: Government Printers.
- Stevens, P. and Yach, D.M. 1995. *Community Policing in Action*. Kenwyn: Juta & Co.
- Stipak, B. 1994. Are you really doing Community Policing? *The Police Chief*. 61(10):115–123. Available at: http://www.academia.edu/9564985/policing_the_community_or_community_policing_implication_for_community_development_in_nigeria. (Accessed on 23 October 2016).
- Taylor, R.W. 1998. Ethical Issues in Community Policing. *Journal of Contemporary Criminal Justice*. Available at: <https://doi.org/10.1177/104398629401000105>. (Accessed on 25 October 2016).
- Trojanowicz, R.C. and Bucqueroux, B. 1990. *Community policing: A contemporary Perspective*. Cincinnati: Anderson Publishing Co.
- Van Vuuren, J.W.J. 1994. The Evolution and Status of Community-Policing Forums in South Africa. *Acta Criminologica: African Journal of Criminology & Victimology*. 9(1)100–107. Available at: https://hdl.handle.net/10520/AJA10128093_256. (Accessed on 7 October 2020).
- Watson, E.M., Stone, A.R. and Deluca, S.M. 1998. *Strategies for Community Policing*. New Jersey: Pearson Prentice Hall.

AUTHOR'S CONTACT DETAILS

Dr S J Tsoabisi

Public Administration and Management
University of South Africa
P O Box 392
Pretoria
0003
Tel: +27 12 429 6917
Cell: 083 512 4087/063 696 6137
Email: stsoabis@unisa.ac.za